

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2016/2017

BAC4684 – ERP SYSTEMS

(All sections / Groups)

2nd JUNE 2017
9.00AM – 12.00PM
(3 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of 5 pages (including cover page) with FOUR (4) questions only.
2. Attempt ALL questions.
3. All questions carry equal marks and the distribution of marks for each question is given.
4. Please write all your answers in the Answer Booklet provided.

QUESTION 1 (25 marks)

Implementing an Enterprise Resource Planning (ERP) system causes massive change that needs to be carefully managed to reap the benefits of an ERP solution. Critical issues that must be carefully considered to ensure successful implementation include commitment from top management, reengineering of the existing processes, integration of the ERP with other business information systems, selection and management of consultants and employees, and training of employees on the new system.

Required:

- i) Discuss the types of returns a company can expect from its ERP investment. (10 marks)
- ii) Explain why some companies have more success with ERP than others? Cite some examples. (8 marks)
- iii) Is ERP software inflexible? Discuss and give examples. (7 marks)

Continued...

QUESTION 2 (25 marks)

In today's increasingly global and turbulent markets, companies need to adjust quickly to new conditions. The ability to flexibly adjust the business processes, operations and information flow along the extended supply chains therefore becomes vital for a company's survival and success. On the other hand, the burden of resource, process and information management has grown heavier.

Most modern companies, especially large and mid-size ones, have complex organisational structures, with many resources to be controlled and many processes to be managed. They also have to deal with both external partners in a global supply chain and huge amounts of data and information that must be available 24/7. To meet such challenges, various Enterprise Resource Planning (ERP) software suites have been developed to help manage processes, resources and information across a business.

Required:

- i) What are the **THREE** general approaches to production? (6 marks)
- ii) Discuss the **THREE** principles that production planners follow. (9 marks)
- iii) List and explain each step of the production planning process. (10 marks)

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QUESTION 3 (25 marks)

To be a truly world-class organisation, the company needs to work as a team and all the functional areas of the business need to be properly integrated, with each understanding the importance of cross functional processes. As the basis of competition changes from cost and quality to flexibility and responsiveness, the value of process management is now being recognized.

The role that process management can play in creating sustainable competitive advantage was termed Business Process Reengineering (BPR), and was first introduced by Hammer (1990); Davenport and Short (1990). These authors outlined a new approach to the management of processes, which, it was claimed, was producing radical improvements in performance.

Required:

- i) In your opinion, why is change management so important for ERP projects? (4 marks)
- ii) Discuss **TWO** factors of a successful change management process. (5 marks)
- iii) Differentiate between Business Process Engineering (BPR) and Business Process Management (BPM). (8 marks)
- iv) Discuss **FOUR** benefits of implementing BPM. (8 marks)

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QUESTION 4 (25 marks)

Cloud computing, the long-held dream of computing as a utility, has the potential to transform a large part of the IT industry, making software even more attractive as a service and shaping the way IT hardware is designed and purchased. Developers with innovative ideas for new Internet services no longer require the large capital outlays in hardware to deploy their service or the human expense to operate it. They need not be concerned about overprovisioning for a service whose popularity does not meet their predictions, thus wasting costly resources, or under-provisioning for one that becomes wildly popular, thus missing potential customers and revenue.

Required:

i) Assume you have just graduated and you have landed a job at Perdana Berhad as its new sales manager. The person you replaced has just retired after 35 years in the job. You are eager to put to use some of the skills you learned at school, especially the work you did on mobile computing and Software as a Service (SaaS). Write a memo to your new boss, the vice president of Marketing and Sales, on the virtues of SaaS and mobile computing, and explain why Perdana should develop a plan to adopt a mobile strategy for managing sales using SaaS through mobile devices.

(15 marks)

ii) What is Internet-Based Procurement? Discuss exchanges and give examples.

(10 marks)

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